

Milestones

JUNE 2011

Project Management Institute, Orange County Chapter, Inc.

June 14 Dinner Meeting

Everything I Needed to Know About Project Management, I Learned in a

In a national survey, nearly 2,000 project managers reported that less than half of their projects met their goals, and only one third were completed on time and on budget.

If pilots flew aircraft like we run projects, no one would ever fly.

Every day millions of people fly for work or pleasure and arrive on time. Airline travel is the safest form of long-distance travel. If you flew every day of your life, you have less than a one percent chance of a fatal accident.

We have been flying for just over 100 years, but project management has been around

since the building of the pyramids and the Great Wall. How can we be so good at flying, and so bad at project management?



RAY STRATTON, president of Management Technologies and a retired Naval Air

Reserve captain, will show how some hard-won lessons from flying can be applied to project management. What piloting techniques will make you a better project manager?

Our **ANNUAL CHAPTER MEETING** will be held during the June dinner meeting. See page 2.

[Click here to register.](#)

COCKPIT



Photo: U.S. Air Force

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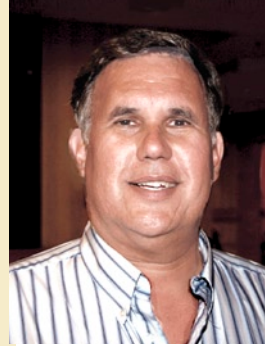
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**PRESIDENT'S COLUMN
A Look Behind
A Vision Forward**

The June dinner meeting will include our annual chapter meeting, which is a legal requirement. We will present financial information about the chapter, a brief summary of our accomplishments over the last year, and a look ahead to the events planned for this fiscal year.

To give you a brief summary of the presentation, our chapter is in extremely good financial health. Yes, we did lose a little more than \$2,000 last year, mostly because of lower than expected attendance at the dinner meetings. Still, we have over \$250,000 in the bank. We had anticipated a slight loss in last year's budget. The chapter can easily weather an occasional poor year.

From a programs perspective, we executed three PMP® prep workshops. We conducted an advanced topic seminar each month. We re-positioned the annual career fair into "An Evening of Transition," emphasizing the needs of our members in transition. We began quarterly distribution of a postcard as a quick reference to upcoming chapter events. Toward the end of the year, we worked to improve the quality of our dinner meetings and the dinner meeting speakers. As a result, our attendance is beginning to return to normal. We also sponsored the creation of the OC Project Masters Toastmasters chapter.

The board continued its development of a strategic perspective, delegating operating authority to the directors. While still a work in progress, the directors have stepped up to handle the daily activities. In particular, marketing has really come alive with fresh thoughts and ideas.

Looking forward, the chapter has several new initiatives planned. An agile training session will be conducted this month (see page 7). Two new networking events, separate from the dinner meeting, will occur this summer. Planning for the annual career fair in September is in full swing with a project manager and multiple PDU opportunities. We are looking at either a CAPM® or PM 101 basics course in the fall. We will roll out a virtual training activity with PDUs this year. We are re-organizing and re-energizing the ambassador program. And, we are about to announce a chapter Facebook page, giving our members another means of learning about the opportunities and advantages of being part of this very dynamic chapter.

Stephen June, PMP
2011-2012 President

Volunteer Opportunitites

Social Media

Content Distributor

Create content and distribute to PMI-OC social media channels, Facebook, Twitter, and LinkedIn.

Engagement Manager

Create a community environment on Facebook, Twitter, and LinkedIn.

Membership

Volunteer Coordinator 2

Shared position. Solicit volunteers and coordinate volunteer activities.

Communications

Internal Marketing Director

Lead communication programs and efforts with members and potential members.

E-Blast Manager

Manage content and layout with Constant Contact.

Marketing Materials Brand Mgr.

Monitor and maintain the PMI® brand standards.

Internal Marketing

Milestones Photographers

Need experienced and creative photographers for PMI-OC events.

Milestones Contributors

Write reviews of attended chapter events: dinner meetings, ATS, etc.

Programs

Dinner Meeting Chair

Plan and coordinate dinner meeting events.

Dinner Meeting Coordinator

Transport, set up, and troubleshoot audio-visual equipment.

Dinner Meeting Coordinator

Print and deliver name badges for dinner meetings.

Finance

Events Registration

Attend monthly chapter dinner meetings and assist with check-ins.

External Marketing

Advertising and Sponsorship

Need chair and volunteers to define, obtain, and manage sponsorship options.

SoTeC Conference Coordinator

Liaison between PMI-OC and the 2011 Southland Technology Conference.

Marketing Coordinator

Liaison between the internal marketing group and external advertisers and sponsors.

Advertising and Sponsorship Business Development

Reach out to corporations and educational institutions for advertising and sponsorship.

Career Opportunity Coordinator

Attend monthly dinner meetings and connect attendees with active recruiters.

Administration

Business Process Analyst 1

Document and publish chapter operations manual.

Business Process Analyst 2

Define, document, and publish job roles and organization chart.

Knowledge Management Analyst

Define repository structure, storage format, naming conventions, version control, change management, and approval process.

Deputy Dir. of Administration

Manage operations, including repository, board meetings, asset controls, annual elections, and special internal projects.

Strategic Programs Director

Support new initiatives in the programs area.

Speaker Coordinator for ATS

Find speakers for the four hour ATS, held on the first Saturday of each month.

[Click here](#) for specific details and descriptions of these positions.

New Members

- | | |
|-------------------|--------------------|
| John Allwood | Steve Noh |
| Steven Anderson | Jina Patel |
| Arun Aneja | Kiran Patel |
| Akon Anyiamokoro | Tobias Pina |
| Angie Bohmann | Tim Rumbaugh |
| Diggy Breiling | Teddy Sanchez |
| Kevin Brinker | Cheryl Scott |
| Timothy Brooks | Parvin Sebti |
| Peter Broome | Anil Suri |
| Lisa Brown-Conte | Katherine Taylor |
| Mario Carrillo | Thomas Townsend |
| Nicholas Claggett | Helen Vandal |
| Amber Cook | Kamyar Varzandeh |
| Wayne Costa | Melissa Wanyo |
| Samir Dubey | Ruchika Wijesinghe |
| Merrilee Elliott | Robyn Wilcox |
| Mahmoud Elsayess | Brian Workman |

New PMPs

- | |
|-------------------|
| Joe Byars |
| Damon Caruana |
| Anthony Dulkis |
| Marc Fielding |
| Grace Hern |
| Adam Johnson |
| Matt Magdaleno |
| Jeanne Paproski |
| Joaquin Pinto |
| Brent Seddelmeyer |
| Michael Stock |
| Audrey Toy |
| Louis Zhu |

LEADING

Geeks



The versatile **PAUL GLEN**, author, teacher, columnist, coach, and consultant on leading and managing groups that deliver technology, aka “geeks,” was our special guest.

Paul is the author of the award winning book, “Leading Geeks,” and treated us to a thoughtful and humorous presentation about technology and the people who create it.

Paul is the consultant project managers call upon to help improve their communication and influence with 21st century teams of high tech professional workers.

From his 20 years of experience in analyzing companies and consulting with clients, Paul shared his personal insights and understandings on how to lead technical staff.

Paul noted that, according to one study, only one in three IT projects actually succeeded in meeting all their core objectives, i.e. time, cost, scope, and quality.

The others fell into two camps, challenged or failed. Not very good statistics from any viewpoint. Paul revealed that the most common traits for project failure were rarely technology itself. The failure was almost always caused by relationship issues within the project team.

Reasons for relationship failure could include avoidance of difficult people, bad experiences from past projects, inability to deal with people’s emotions, lack of relationship training, etc.

Paul also shared his thoughts on the reasons that current and general management techniques don’t work as well as we think they should.



Paul’s projects have a people perspective, founded on principles of establishing, maintaining, and cultivating relationships.

He described his approach.

Everyone assumes that business knows exactly what it wants, and project managers assume that people are machines and try to delegate them into relationships.

Although these assumptions have their own particular strengths, Paul believes that they don’t fix the fundamental problems.

People have emotions and those emotions must be managed and understood to create effective results.

Project managers face the challenges of reversing cycles of mistrust, valuing what isn’t measurable, and learning to navigate emotions.

1. Set up leadership. That means discussing past experiences and clarifying roles.
2. Articulate expectations. Don’t be afraid to set the bar high. People will meet them if you expect them to.
3. Maintain vigilance. Model good behavior, share information, and gather input from everyone.
4. Repair relationships. Learn how to resolve conflicts and be a good mediator.

Our evening ended with raffles for Paul’s book, “Leading Geeks,” a Cornelius Fichtner PMP® precast, and one deluxe weekend room at our hotel, the Wyndham.

Andy DaSilva, PMP

May

DINNER MEETING



Left:
Our master of ceremonies, Lori Shapiro
Steve Goto
Nora Goto
Alan Sung

Right:
New PMP Rich Komisarek
Jeff Cahill gets clipped.



Good advice



OC Project Masters Toastmasters Charter Member



May Dinner Meeting Sponsor

Photos on pages 5 and 6 by Diana Wei



The Agilista

Donna A. Reed
Your PMI Agile Community of Practice Rep

Alleviating Resistance to Change

The world is constantly changing: markets, competition, technology, and more. Organizations are trying to adapt to these changes to survive. Companies know they need to change to adapt and succeed, but how many times have you heard the employees say, "That's the way we've always done it. Why change?"

People resist change. If you try to take them out of their comfort zone, it's like waking a sleeping dog. They kick, growl, and bite. They resist!

Resistance is Good

The good news is that resistance is a necessary step to change. It's the sign of progress! But management often sees resistance as a negative and will revert to the old way of doing things.

Agile-Lean Methods Can Help

Exploration phase change techniques can help alleviate team resistance.

- **Focus on priorities.** Do the most important things and deliver the most value to customers first.
- **Set short-term goals.** Keep enthusiasm up by delivering value to customers faster.
- **Provide training.** Teach the new knowledge, skills, and attitudes. This will remove the fear.
- **Have feedback meetings.** Ask if things are on track. Are there new ideas or things to stop doing?

Continuous Improvement

Studies show that all changes cause worse performance before the improvement really begins.

Waterfall vs. Agile

If you make a big change or lots of smaller changes all at once, there will be much greater resistance and possible chaos, which can cause project failure. Small changes create less resistance, and chaos can be avoided. This Agile-Lean method allows organizations to absorb changes in smaller pieces. They can feel comfortable with the changes that can add up and lead to the end goal you need to survive and succeed in this ever changing economy.

For more information, go to www.AgilistaPM.com.

Two New PMI-OC Training Courses

Agile ScrumMaster Certification Training

JUNE 11-12, Vanguard University

Sixteen hours of on-site immersive Certified ScrumMaster (CSM) training. Class will include instruction, exercises, and the *Platinum Edge Agile Success* training manual.

Students who complete this course and take the CSM online assessment will receive Certified ScrumMaster status from the International Scrum Alliance governing body and a one year membership in the Scrum Alliance. 16 PDU's.

PMI Agile Certification Preparation

SEPTEMBER 3, Vanguard University

PMI® Agile Certification (PAC) Prep Training Guide to PMI Agile Certification. Additional five hours to complete the required contact hours for the PAC. Five PDU's.

PRICING: Option 1

Two day Agile Certified ScrumMaster training, 16 PDU's

Early bird, register by June 3

Members	\$ 850
Non members	\$ 950

At the door:

Members	\$ 950
Non members	\$1,050

PRICING: Option 2

Two day Agile Certified ScrumMaster training, plus one day PMI Agile Certification preparation, 21 PDU's

Early bird, register by June 3

Members	\$1,150
Non members	\$1,250

At the door:

Members	\$1,250
Non members	\$1,350

Special Discounts

PMI-OC Volunteers . . . \$100 OFF

Corporate Discount . . . \$100 OFF for three or more from same company.



Our instructor, Mark C. Layton, PMP is an organizational strategist, LA chair of the Agile Project Leadership Network, and founder of Platinum Edge, Inc.

[Click here](#) for more information and to register.

Tips

for Handling Problem Team Members



Oh there is a problem all right, and it starts with a disorganized project team member who is in complete denial about the chaos all around them. If they do see any issues, they blame them on you. They don't mean to be spiteful; they are just exhibiting the behavior of someone who is completely oblivious to the fact that they cause problems.

Do any of these excuses sound familiar?

"I didn't call you back because you never left me a message."

"I didn't forget our meeting; my assistant didn't put it on my calendar."

"My office may look messy, but leave it alone. I have a system, and I know where everything is."

What kind of chaos surrounds this person? Is it a lack of organization skills, or time or memory related? Does the chaos come from a creative type or even from someone who deceives others into thinking they are organized?

The key is that these people absolutely do not own their issues. They don't see the problem. If they miss a meeting,

they can blame their assistant, even though the memo was actually buried under the piles of paper on their desk.

So what's a project manager to do? Let's look at what not to do first; don't blame the person. Don't put them on the defensive or constantly harp at them about the problem. Don't argue with them; just move on and find a way to work around the problem.

Now step back and look at the big picture. What do you want from this working relationship? Where are the problems, and how can you help? Remember you are helping yourself too!

With that in mind, be proactive. If you know this person's issue will cause a problem for others on the project team, step in and politely monitor their behavior.

Create a simple process for organizing shared information. Enlist the help of others on the project. Your problem child may respond to the organization and join in because they want to be part of the group.

If the person works for you as a full-time project resource,

be the boss and give them direction. Advise them that missing meetings and deadlines and not returning phone calls is not acceptable. Mentor them away from the damaging behavior and toward a positive outcome.

Acknowledge that they have other skills. They can be strong contributors in other areas.

You may think all of this effort is a lot of trouble, but it will actually save you time and make your job less aggravating.

If you do have to confront the person, ask them how you can help them gain control over their disorganization.

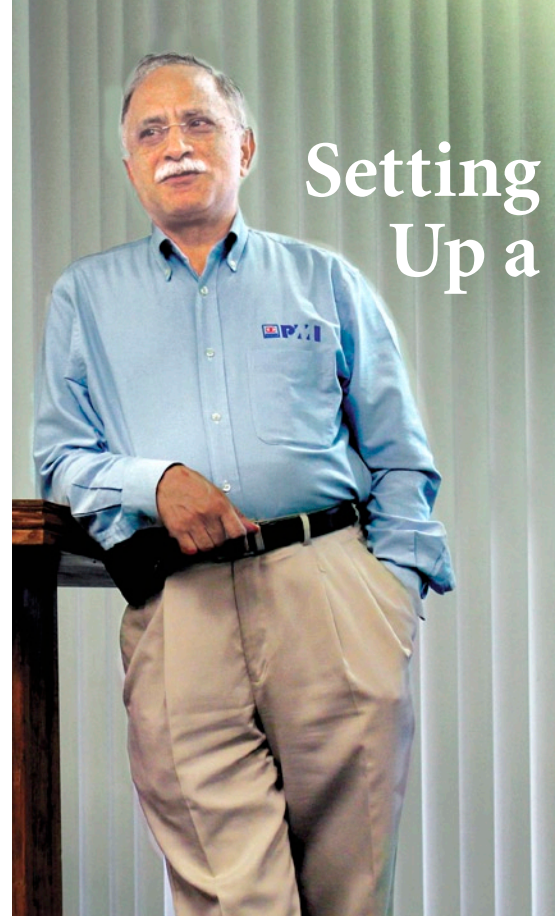
Even though this person remains disorganized, you may want to exploit their other skills. And remember, their behavior is about them, it is not about you. Don't take it personally.

About the Author:

Margaret Meloni, MBA, PMP, is an executive coaching consultant focusing on soft skills for IT professionals. Margaret is a frequent contributor to Milestones and guest speaker at PMI-OC events. Contact Margaret at www.margaretmeloni.com

Setting Up a

PMO in China



May ATS Review

TARIQ SHAIKH, PMP,

a 30 year veteran of global project management in diverse industries, led an engaging interactive presentation about why and how his employer, ITT, set up a program management office (PMO) in China.

Tariq described his development as a project manager, followed by a brief overview of the value-based product development process (VBPD) used by ITT in the China facility. The PMO was intended to address the root cause of quality failures, a lack of ownership of the VBPD process.

Communication is the number one success factor for global projects. Tariq reviewed the results of a study by Professor

Geert Hofstede on the influence of cultural dimensions in the workplace. Hofstede studied employee values in 74 countries and developed a model containing five dimensions:

1. Power distance index (PDI)
2. Individualism (IDV)
3. Masculinity (MAS)
4. Uncertainty avoidance index (UAI)
5. Long-term orientation (LTO)

Each of these factors will influence the communication and working relationships among different cultures and need to be considered when developing global teams. This is especially true when these values diverge significantly, as do the PDI, IDV, and LTO between the United States and China.

Using the cultural dimensions as a guide, Tariq led the group in a discussion of what would be the best type of PMO for China. The wide differences in PDI and IDV between the U.S. and China indicate that the PMO would need to have a more directive stance between leaders and subordinates, with clearly defined expectations for performers and gatekeepers.

Despite cultural resistance, the gatekeepers in the VBPD process needed to be empowered decision makers on the front line. Therefore, the execution plan involved short term expatriate assignments to develop and empower competent local program managers, channel all programs through gate reviews, and conduct regular follow-up sessions.

Social networking was cited as an effective tool for recruiting talent even before going to China and allowed a more rapid initiation time.

In addition to the activities normally performed in establishing a PMO, on a global project we must consider numerous cultural norms and attitudes toward technology that will differ among the countries involved.

Although challenging, there are significant professional and personal rewards to be gained from global assignments. Among lessons learned are that social networking should not end when the project is completed and that project managers need to be cognizant of how culture impacts communication styles.

Neil Lennertz

What



is a PMP Exam Simulator?

This is the second in a series of articles about PMP® exam simulators. It summarizes and supplements the information featured in April and May Milestones.

The PMP exam is a four hour, 200 question, multiple choice, computer based exam that leads to the Project Management Professional credential.

The exam is based largely on the contents of the *PMBOK Guide*®, although you will probably use other books as well during your exam preparation. The *PMBOK Guide*® is wide-ranging and covers many concepts with questions from all the knowledge areas, so there is a lot of material to cover in your study.

A PMP exam simulator is a piece of software, either on your computer or available online, with an environment similar to the PMP exam.

A simulator has questions like the real exam. It mimics the real exam, down to the questions, which are split into the same area proportions as they will be in the real test, so you will get a feel for how often different areas of the syllabus will be examined.

A simulator allows you to practice. We all need to practice before we are any good at things, and taking exams is no exception. If you haven't taken a computer-based test before, the environment can be daunting.

A PMP exam simulator means you can sit many practice exams, at home or at work.

To simulate the real exam as closely as possible, make sure that you have no distractions for four hours so you'll know exactly what taking the real exam will feel like.

A simulator shows you where you need additional preparation. Don't be disheartened if you don't pass the first time. The purpose of "failing" at home is to understand which areas of the *PMBOK Guide*® you need to review. Use this feedback to work on the rest of your study schedule and focus on the areas where you need more practice.

A simulator demonstrates your improvement. Much of your PMP exam prep will be self-study and will take eight to 12 weeks. A simulator will show where you are improving and where you need further study.

A simulator gives you confidence. One of the advantages of using a PMP exam simulator is that you will feel more confident about tackling the real exam. Knowing what to expect removes much of the stress of taking exams. You will be fully prepared and have already "lived through" an exam type situation.

A PMP exam simulator is a tool that supplements your personal study for the PMP exam. It provides a realistic, computer-based testing environment that enables you to practice reading, understanding, and responding to the exam questions in a short period of time. Using a PMP exam simulator before taking the real exam is a good way to prepare yourself for both the exam environment and also the types of questions that you will be asked.

About the Author:

Cornelius Fichtner, PMP, has helped over 13,000 students prepare for the PMP exam with his PM Prep Cast and PM Exam Simulator. Cornelius is a PMI-OC Fellow, and former PMI-OC president.

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—U.S. News & World Report

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*Industry leaders will speak at three keynote sessions and 28 breakouts/panels. Session tracks are as follows: PM/BA/Agile, Quality/ITIL, Personal Development & Social Networking, Strategic Technologies (including Security, Cloud and Mobile Computing). We also offer a Structured Networking session where you can discuss your hot IT topics with your peers.

*Presentation and Breakout sessions includes:

Avery Dennison	Robert Haft
DirectTV	Salesforce.com
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Metrolink	Wells Fargo
Microsoft	



ADVANCED TOPIC SEMINARS



June 4, 2011

Negotiation Skills

Presented by
Keith Montgomery, PMP

By the end of this presentation on June 4, attendees will be able to leverage their natural negotiation skills in order to organically persuade themselves and their stakeholders of the value of their positions.

Presentation topics will include general negotiation, project negotiation, and identifying the stage of your current negotiations.

Keith Montgomery is vice president of business development at Discovix Inc. He has over 15 years of international business development and project management experience. Working for two Fortune 500 companies and several small businesses throughout his career, he has amassed a deep level of understanding and expertise in solving business problems with people, processes, and technology.

Where: VANGUARD UNIVERSITY
55 Fair Drive, Costa Mesa 92626
Heath Academic Center
Second Floor, Great Commission Hall

When: Saturday, June 4, 2011
8:00 a.m. to 12:00 p.m.
[Click here](#) to register



July 9, 2011

Identifying Risks and Risk Mitigation Strategies for Global Systems Consolidation Projects

Presented by
Prashant Kulkarni, PMP

Presentation topics will include typical business reasons for consolidating an ERP environment into a single system; approach, methodology, and phases of a consolidation project; risk identification during each phase of the project; and risk mitigation strategies and their implementation.

By the end of the presentation, the attendees will be able to face the unique challenges of consolidating two or more business systems; understand the approach, methodology and integration points; and apply best practices to implement and operate consolidated global environments.

Prashant Kulkarni is a manager at PwC's advisory practice. Prashant's 22 years of professional experience spans a diverse range of industries, including retail, aerospace, hi-tech, media, pharmaceuticals, consumer electronics, specialty chemicals, agriculture, food processing, automotive, trading, and manufacturing.

When: Saturday, July 9, 2011
8:00 a.m. to 12:00 p.m.
[Click here](#) to register

PDU: There are four PDUs for each of these events.

Cost: In advance: \$45 members
\$50 non-members
At the door: \$60 for both members and non-members

**PMI Orange County
MILESTONES**

June 2011, Volume 23, No. 6

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June 4 ATS
Keith Montgomery:
Negotiation Skills
See page 15.

**June 11-12
Agile ScrumMaster
Certification Training**
See page 7.
Click here to register.

June 14 Dinner Meeting
Ray Stratton: Everything I
Needed to Know about Project
Management, I Learned in
a Cockpit
Chapter Annual Meeting
Click here to register.

June 21 Summer Networking
Claim Jumper, So. Coast Plaza
4:30 to 8:00 p.m.
Click here to register.

July 9 ATS
Prashant Kulkarni:
Identifying Risks
See page 15.

July 12 Dinner Meeting
2011 Project of the Year: SCE

**July 20
PMI-OC Orientation Meeting**
Brandman University
Click here to register.

August 6 ATS
Eric Gildenhuis:
Overview of the Sales Process

August 9 Dinner Meeting
Eric Gildenhuis: Topic TBA

Aug 16 Summer Networking
Location TBA
4:30 to 8:00 p.m.

**September 3
PMI Agile
Certification Training**
See page 7.
Click here to register.

September 10 ATS
Diane Altwies:
Managing for Dollars

September 10 ATS
PMP Exam Prep Workshop
Begins

**September 13
6th Annual Career Fair**
Watch for details.

**September 21
PMI-OC Orientation Meeting**
Brandman University

October 1 ATS
Margaret Meloni:
Conflict Management

**October 28-29
2011 SoTeC Conference
Long Beach Hilton**
Save the date! See page 14.

*Coming events may be
subject to change.*




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